

DD/S Objectives for the Support Directorate

1. Review during the first six months of FY 1975 the existing domestic and foreign support structure and project what our posture should and probably will be during the latter half of the '70's and the first half of the '80's, taking into account such things as:
- a. advancing technology and its potential impact on the movement, processing, storage and retrieval of data;
 - b.
 - c. changing attitudes, domestic and foreign, toward US involvement overseas -- neo-isolationism and nationalism, etc;
 - d. the availability of adequate professional applicant input with the right qualifications, attitudes and suitability characteristics;
 - e. the impact of domestic problems such as the environmental crisis, demographic pressures and diminishing natural resources on requirements for support to operational activities.
2. Develop during the latter half of FY 1975 specific objectives and goals with definite action plans for their achievement in response to conclusions and recommendations reached in the fulfillment of the first objective above.
3. In consideration of the first two objectives, examine the Support Generalist career service, forecast the requirements for the future, assess the qualifications of the current membership, identify sources for future input, and establish suitable education, training and re-training programs.
4. Survey the employee population of the Support Directorate to determine what the perceptions are of directorate and component performance, leadership and management; determine what corrective actions are required; and develop specific plans for the systematic management of needed change.

-2-

5. Review during FY 1975, and each year thereafter, 20% of the activities of each component in the Directorate to determine whether the reasons and justification of their original establishment continue to exist; evaluate their performance in terms of current requirements; assess their capability to satisfy known and projected requirements for the future; justify the need for their continued existence at current and projected levels; and identify, plan and begin implementation of needed changes (from zero base).
6. Develop a working program performance evaluation system for the continuing evaluation of on-going programs to see if program objectives are being met; to permit identification of marginal programs and activities which may be candidates for reduction or elimination; to examine alternative approaches to enable valued programs and activities to continue; to assist program managers in monitoring their activities; and to ensure that we are in a continuing position to respond logically and rationally to external requirements to reduce funds and personnel as they are levied.
7. Establish an assessment program for the identification of the potential managers of the future.
8. Develop and install an Executive Development program for future managers.

Criteria that a working statement of a program objective must meet to be considered a valid objective:

1. The objective must be important enough to warrant the manager's time and it must be responsive to his needs.
2. The objective should describe the end results desired for the resources to be utilized (i. e., the final output or impact to be made).
3. The objective should be clearly phrased and understood by all (i. e., those carrying out the plans to achieve the objective, the Office Head, the DD/S, O/PPB, the Executive Director-Comptroller, the Director and the OMB examiner).
4. The objective should require increased effort on the part of the Office -- the Office manager should have to reach or stretch to accomplish an "objective" with the resources at his disposal. Objectives involve more than maintaining a status quo operation.
5. The objective must be realistic. It must be susceptible to accomplishment with available resources within the time frame specified. Vague statements representing hopes, pious platitudes and visionary promises should be avoided.
6. The objective must be stated in terms that ensure manager accountability; i. e., the objective must be stated in a way that allows measurement of output results and evaluation as to program effectiveness.